



## **Town of Arlington Select Board**

### **Meeting Agenda**

June 21, 2023  
7:15 PM

Members of the public may access the hybrid meeting via Select Board Chambers, Zoom, or  
ACMI

1. Legislative Provision for Remote Participation

#### **APPOINTMENTS**

2. Minuteman District School Committee Representative

#### **BOARD AND STAFF ANNOUNCEMENTS**

Next Scheduled Meeting of Select Board June 26, 2023

You are invited to a Zoom webinar.

When: Jun 21, 2023 07:15 PM Eastern Time (US and Canada)

Topic: Select Board

Register in advance for this webinar:

[https://town-arlington-ma-us.zoom.us/webinar/register/WN\\_8iS2eRWJQyeIQSI4jwk2xw](https://town-arlington-ma-us.zoom.us/webinar/register/WN_8iS2eRWJQyeIQSI4jwk2xw)

After registering, you will receive a confirmation email containing information about joining the webinar.



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**Town of Arlington, Massachusetts**

**Legislative Provision for Remote Participation**



## Town of Arlington, Massachusetts

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### Minuteman District School Committee Representative

#### ATTACHMENTS:

Type	File Name	Description
Reference Material	MSC_Applicants_Redacted.pdf	Reference

## OFFICE OF THE SELECT BOARD

ERIC D. HELMUTH, CHAIR  
JOHN V. HURD, VICE CHAIR  
DIANE M. MAHON  
STEPHEN W. DECOURCEY  
LENARD T. DIGGINS



730 MASSACHUSETTS AVENUE  
TELEPHONE  
781-316-3020  
781-316-3029 FAX

### TOWN OF ARLINGTON MASSACHUSETTS 02476-4908

June 16, 2023

Sarah Montague  
Arlington, MA 02474  
[Sarahmontague11@gmail.com](mailto:Sarahmontague11@gmail.com)

Re: Appointment: Minuteman School Committee, Arlington Representative

Dear Sarah:

As a matter of the standard appointment procedure, the Select Board requests that you attend the Select Board meeting conducted by hybrid format, on Wednesday, June 21, 2023, at 7:15 p.m.

It is a requirement of the Select Board that you join this hybrid meeting. This will give the Board an opportunity to meet and discuss matters with you about the area of activity in which you will be involved.

You may attend the meeting in-person or virtually. The meeting will take place in the Select Board Chambers. The link to the meeting and other information will be available at the bottom of the Select Board Agenda as well as on the Town Calendar when the meeting is posted on Friday, June 16th at 12:00 p.m.

Please contact this office by e-mail, [bmallard@town.arlington.ma.us](mailto:bmallard@town.arlington.ma.us), if you have any questions.

Thank you.

Very truly yours,  
SELECT BOARD

Ashley Maher  
Board Administrator

## Application for Arlington Representative of Minuteman District School Committee

Sarah Montague [REDACTED]

Mon 6/5/2023 3:55 PM

To:SBadmin <SBadmin@town.arlington.ma.us>  
Cc:Eric Helmuth <ehelmuth@town.arlington.ma.us>

1 attachments (197 KB)

Sarah Montague Resume2023\_June5\_MMHS\_SC.pdf;

CAUTION: This email originated from outside your organization. Exercise caution when opening attachments or clicking links, especially from unknown senders.

Dear Ms. Maher and Mr. Helmuth,

I am interested in applying to become the Arlington representative to the Minuteman District School Committee for a three-year term commencing July 1, 2023.

Following the Town of Arlington website instructions, I've shared my interest and credentials below. I have also attached my resume.

- I am intimately familiar with Minuteman High School. My son graduated last Friday, June 2, 2023. In addition, I was a Minuteman Parent Association board member from Sep 2019 - Jan 2023.
- I am passionate about education and have worked in marketing and family relationship roles at Bright Horizons Early Education and Preschool.
- My background includes marketing, business development, customer experience, community management, and product development.
- I am collaborative, creative, curious, and analytical.
- I am among the many parents in Arlington that the Select Board met, emailed, or spoke with over the last month related to the current administrative challenges at Minuteman High School.
- Minuteman is a unique Technical High School with highly engaged teachers, students, parents, and guardians. I would be honored to work with MMHS School Committee members to ensure that the school continues to thrive, that the teachers are empowered to focus on teaching, and that the administration is empowered to focus on the day-to-day management of the school.
- Additionally, my professional background and experience as a Minuteman High School parent will enable me to liaise with stakeholders effectively.

My best,

Sarah Montague

[REDACTED] Arlington, MA

# Sarah Montague

Arlington, MA

[linkedin.com/in/smontague/](https://linkedin.com/in/smontague/)

## Marketing Executive/Cultivator of Brand Evolution

### AREAS OF EXPERTISE

Marketing Leadership	Change Management	Integrated Brand Strategy
Digital Marketing Transformation	Stakeholder Management	Customer Experience
Customer Research	Social Media Marketing	Business Analytics
Business Development	Lead Generation & Lead Nurturing	Revenue Generation

### EXPERIENCE

#### PSMJ |Head of Customer Community, Marketing & Brand Leadership

*March 2023– Present*

- Drive growth, engagement, and revenue for a suite of products and services at this consulting, research, and advisory firm that serves professionals in the Architecture, Engineering, and Construction industries (A/E/C).
- Developed a strategic plan and roadmap for product adoption, customer community engagement, and revenue growth within the first eight weeks of employment.

#### Independent Senior Marketing Consultant

*November 2021 – March 2023*

- Worked with a start-up DEI training company and introduced a strategy of deeper nurturing on a smaller, focused prospect list, resulting in a few quick wins which built momentum, brand awareness, and referral business.
- Drove prospects to an experiential webinar, providing examples of artist-led interactive training workshops, which resulted in closing three contracts worth \$250,000.

#### Forrester Research | Principal Advisor, CMO Group and Customer Experience Council

*September 2015 – October 2021 | Cambridge, MA*

- Hired to grow client community membership from 25 to 50 CMOs of Fortune 500; built pipeline and shortened sales cycle by partnering with the sales organization to introduce an interactive CMO council experience earlier in the lead nurturing process.
- Growing the prospective pipeline via a more robust nurturing program increased community revenue from \$750,000 to \$1,500,000 within nine months.
- Identified new client needs that expanded client contracts and cross-sold \$5 MM in additional revenue opportunities for Data and Consulting Departments
- Spearheaded and served as a charter member of Forrester's Diversity & Inclusion Council, which strengthened Forrester's talent recruitment and retention efforts.

#### Senior Marketing Consultant

*2014-2015| Greater Boston, MA*

- Worked with a start-up company that developed a universal program application form to simplify Summer Camp and program enrollment.
- Shortened sales cycle by designing a new digital “how it works” tool to demonstrate benefit to families and camp and program directors.

# Sarah Montague

Arlington, MA

[linkedin.com/in/smontague/](https://www.linkedin.com/in/smontague/)

## **Bright Horizons | Vice President of Consumer Marketing** *2010 - 2014 | Watertown, MA*

- Recruited into a newly-created role to direct the turnaround of declining childcare center enrollment.
- Directed new consumer research and turned data into insights that led to more relevant brand messaging; created new customer personas that significantly changed how the centers conducted prospective family tours, resulting in higher close rates.
- Led a cross-functional team that achieved a 15% increase in enrollment while reducing the average cost per lead from \$200 to \$37. The company went public in 2013.
- Created a successful Friends and Family referral program, which generated \$10M in sales YOY in 2014 with 1,095% ROI and a 30% conversion rate, the highest conversion rate company-wide.

## **Influence Central (Formerly Mom Central Consulting) | Vice President of Marketing** *2009 - 2010 | Newton, MA*

- Hired to create a business development strategy to drive revenue for this privately held social media agency.
- Increased revenue by 25% YOY through developing a brand marketing and public relations plan that featured B2B PR outreach, speaking engagements for the CEO and senior leaders, and case studies.

## **WGBH Educational Foundation (PBS) | Brand Director, History Programming** *2007 - 2008 | Brighton, MA*

- Hired as the first brand director at this public television station to increase the reputation and funding for the American Experience production unit.
- Grew viewership to its highest levels in over five years by adopting new social media strategies and pushing film streaming to websites, increasing web traffic by 75%.
- Acquired funding for ongoing documentary film productions, securing \$3.1M for WGBH.

## **LoJack Corporation | Director of Advertising & Marketing Communications** *2002 - 2007 | Westwood, MA*

- Hired to build new creativity and efficiencies in programs that would drive consumer and construction company sales for theft recovery technology while increasing visibility and support to auto dealerships and equipment sales manufacturers.
- Launched a “Caught Stealing” sports marketing campaign that maximized ROI on ad spend, utilized grassroots tactics, and was highly praised by auto dealership clients, helping to increase dealer retention by 25%.
- Created new partnership programs by securing baseball sponsorship agreements with seven cable properties and 20 minor-league baseball teams; the Caught Stealing program drove a 20% increase in product sales.
- Appointed to participate in a Leadership Development Program that drove succession planning efforts.

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## **EDUCATION & CERTIFICATIONS**

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**College of the Holy Cross: Bachelor of Arts, Psychology**

**Forrester Certified Customer Experience CX PRO (CX-1)**  
**Prosic Change Management Certification**  
**Forrester B2B Marketing Certification**

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## **AWARDS & ACHIEVEMENTS**

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Won three W3 awards for Interactive Marketing at Bright Horizons  
Standard of Excellence Web Award for Automobile Category by the Web Marketing Association

## OFFICE OF THE SELECT BOARD

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TELEPHONE  
781-316-3020  
781-316-3029 FAX

TOWN OF ARLINGTON  
MASSACHUSETTS 02476-4908

June 16, 2023

Paula Dimatta  
Arlington, MA 02474  
pdimattia@hotmail.com

Re: Appointment: Minuteman School Committee, Arlington Representative

Dear Paula:

As a matter of the standard appointment procedure, the Select Board requests that you attend the Select Board meeting conducted by hybrid format, on Wednesday, June 21<sup>st</sup>, 2023, at 7:15 p.m.

It is a requirement of the Select Board that you join this hybrid meeting. This will give the Board an opportunity to meet and discuss matters with you about the area of activity in which you will be involved.

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Please contact this office by e-mail, [bmallard@town.arlington.ma.us](mailto:bmallard@town.arlington.ma.us), if you have any questions.

Thank you.

Very truly yours,  
SELECT BOARD

*Ashley Maher*

Ashley Maher  
Board Administrator

June 11, 2023

To the Arlington Select Board,

As a concerned Arlington resident and tax-payer, parent of a current freshman at Minuteman Regional Vocational Technical High School, and parent of two younger kids in the APS system (one at Ottoson Middle School and one at Dallin Elementary), I am formally submitting my application for the Minuteman District School Committee representing Arlington.

The District has gone through considerable transformation and growth over the last decade, and Minuteman has reached a status of excellence in education, both at the high school and at the adult career/technical level, not easily matched by other VocTechs in the State. I am proud to live in a town with a fantastic school system, and a similarly fantastic regional agreement with Minuteman, ensuring my children have access to two high quality high schools and that they can be successful in the model that best suits their needs and interests. Let's not forget our children choose to attend Minuteman, and they go through an intense admissions process to have the chance to attend that school because they see it as a better fit for their educational and future career goals.

For that reason, the shake-up the district has suffered this academic year has brought on many issues to light, as well as many questions. Typically, first-time freshman parents tend to lay low - so many changes and adjustments with our children and home dynamics, new educational levels and staff and commitments to adapt to, new systems to get to know and trust. But the recent events made me question the status quo and general complacency of the parent population and school representatives. I was confused to learn that Minuteman School Committee members get appointed by their towns, rather than going through a campaign and election process like the one APS School Committee members have to go through. I was confused, as well, by the lack of communication coming from the Minuteman Superintendent's office and the Minuteman School Committee board. I became frustrated by the lack of openness and the fact that Arlington parents rarely hear from the current Representative up for re-appointment this year. I became worried when I learned - through the grapevine, not via official channels - of so many teachers and staff "disappearing" from the school, of so many incidents, of a student and staff walk-out, and of a unanimous vote of no confidence, leaving kids and parents to wonder what may be going on. The climate at the most recent School Committee meeting was tense to say the least - angry parents, angry staff, angry students. The climate in the parent community is tense as well, filled with stress and anxiety and frustration. Our children's education is at stake. The status of excellence and the reputation of the school is at stake.

I am pleased that the town has decided to open the doors to new candidates to apply for a seat in the Minuteman School Committee and, after thoughtful conversations with fellow community members and my family, I have decided to apply. I have been an at-home parent for the last almost 6 years, but have over 15 years of prior experience in workforce development and education, working for profit, nonprofit and quasi-public organizations. I have a degree in Labor

Studies and a Masters in Education. I have served two terms on the Board of our local Arlington Education Foundation, and have been volunteering for local nonprofits and the Dallin Parent-Teacher Organization. I have volunteered my time at APS, most recently in the town-wide Equity Audit Process and, as the parent of a child on an IEP, I am a strong believer in access to quality education and support for all, regardless of the road they take. I admittedly lack the political know-how for town-level appointments, but have a willingness and commitment to learn quickly, listen, communicate, participate, engage, and advocate for the Arlington families of current and future Minuteman students.

Sincerely,

Paula Dimattia

[REDACTED] Arlington MA  
[REDACTED]  
[REDACTED]

# PAULA DIMATTIA

Arlington, MA 02476

<http://www.linkedin.com/in/pauladimattia>

## SUMMARY OF SKILLS

Well-rounded professional with 15+ years of broad experience in program design, management and evaluation; data analysis and reporting; relationship/partnership building; strategic planning; capacity building; and workforce development. Experience includes partnering with industry sectors such as healthcare, education, manufacturing, hospitality, and retail, both in the profit and non-profit realms. Fully bilingual and biliterate Spanish/English. Comfortable with Salesforce, SharePoint, MS Project, Articulate, WorkKeys, and quick to catch on to others.

## WORK EXPERIENCE

DK Household/The Pregnancy Pause, Arlington, MA (July 2017-Present)

### Full Time Parent

Enjoying a unique opportunity to take extended time off after the birth of my last child. Busy caring for three children and managing their even busier schedules, as well as their diverse social/emotional/developmental/educational needs. During this time, I have also taken on different roles in the community by volunteering at school and after-school sports, running PTA committees, serving two terms on the Board of Directors of my town's Education Foundation, and regularly volunteering for various non-profits and town campaigns.

Commonwealth Corporation, Boston, MA (January 2014-June 2017)

### Program Manager, Sector Strategies

- Provided oversight and program, strategic, and technical assistance to more than 60 grantees across the state for workforce education and training.
- Engaged actively in project/grant procurement, including the development of the RFP, technical assistance to applicants, application review, recommendations for funding, and contract negotiations with new grantees.
- Provided ongoing fiscal management, reporting, and monitoring of over \$12 million in state funding allocated to healthcare workforce development grants.
- Provided strategic support to management and leadership teams around program expansion and sustainability.
- Provided procurement and implementation support for the Massachusetts Career Readiness Initiative (WorkKeys/KeyTrain), in collaboration with the MA Executive Office of Labor and Workforce Development.
- Encouraged and modeled continuous process improvement, from integration of technology to streamlining workflows and designing new processes.
- Participated, coordinated and/or represented Commonwealth Corporation in industry-related sessions, learning forums and advisory meetings.

WorkSource Partners, Inc., Brookline, MA (January 2002-August 2013)

### Senior Project Manager (2008-2013)

### Senior Career and Organization Specialist (2004-2008)

### Career Development Specialist (2002-2004)

- Planned, designed, implemented, and managed workforce development initiatives for regional and national clients.
- Supported multi-prong program evaluation efforts, wrote white papers, led market and best practice research, and analyzed and reported on data and trends.
- Designed competency-based models of advancement, career ladders, and parallel pathways to career development and post-secondary education across various industries.
- Designed learning programs that addressed workforce needs and met business goals. Approached training through traditional, web-based, and hybrid methodologies.
- Wrote grants for private, federal, and state funding for planning and implementation of workforce initiatives.
- Led the design and implementation of Beta sites for a proprietary web-based career development and learning management solution, the implementation of the company's new website, and the design and administration of

internal data management systems.

- Led efforts in the implementation of ACT's WorkKeys and KeyTrain across multiple workforce development projects. Managed all aspects of the system and related certifications as an approved service provider.

Colegio de las Estrellas, Buenos Aires, Argentina (March 1998-December 2001)

**Coordinator, English Department** (2000-2001)

**Teacher, English as a Foreign Language** (1998-2001)

- Managed the 5-staff department, inclusive of staff professional development and performance evaluation.
- Implemented new curricula, teaching standards, and new materials, which resulted in improved quality of teaching and a significant increase in the students' language proficiency and assessment scores.

#### **VOLUNTEERING**

Arlington Education Foundation (September 2015-August 2021)

**Board Member**

Member of the Board of Directors and engaged in the Strategy, Grants, Technology, and Fundraising committees.

The Arlington Education Foundation works to support and advance public education in Arlington, MA, funding system-wide initiatives and creative new projects to enhance the educational experiences of teachers and students.

Dallin Elementary School (September 2015-June 2021)

**Chair, PTO Mini-Grants Committee**

With an annual budget of \$6,000, the Grants committee runs two funding cycles per school year to support staff's and teachers' needs and many innovative ideas.

**Coordinator, Holiday Gift Drive**

Serving as school liaison with the town's Department of Human Services to coordinate the annual holiday gift drive.

#### **EDUCATION**

Boston University, Boston, MA (2009)

**Ed.M., Human Resource Education**

University of Buenos Aires, Buenos Aires, Argentina (2000)

**B.A., Labor Relations**

## OFFICE OF THE SELECT BOARD

ERIC D. HELMUTH, CHAIR  
JOHN V. HURD, VICE CHAIR  
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LENARD T. DIGGINS



730 MASSACHUSETTS AVENUE  
TELEPHONE  
781-316-3020  
781-316-3029 FAX

## TOWN OF ARLINGTON MASSACHUSETTS 02476-4908

June 16, 2023

Michael Ruderman  
Arlington, MA 02474  
[amruderman@gmail.com](mailto:amruderman@gmail.com)

Re: Appointment: Minuteman School Committee, Arlington Representative

Dear Michael:

As a matter of the standard appointment procedure, the Select Board requests that you attend the Select Board meeting conducted by hybrid format, on Wednesday, June 21<sup>st</sup>, 2023, at 7:15 p.m.

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Please contact this office by e-mail, [bmallard@town.arlington.ma.us](mailto:bmallard@town.arlington.ma.us), if you have any questions.

Thank you.

Very truly yours,  
SELECT BOARD

Ashley Maher  
Board Administrator

Dear Members of the Select Board:

Kindly accept this email and my attached resume indicating my desire to be reappointed as Arlington's representative to the Minuteman District School Committee for a second three-year term.

I have been a volunteer for Minuteman since 2013, when my daughter Julia (Minuteman Class of 2016, the University of Alabama Class of 2020) first enrolled. I assisted with curriculum review in the Engineering and Robotics shops and later served on the General Advisory Board. I was instrumental in the 2016 election campaigns to secure financing for the new school building, which opened in the fall of 2019.

We fulfilled our promise that a new building, worthy of its faculty and the instruction they provide, would garner greater recognition for Minuteman's unique qualities. Applications for admission from in-district students have reached a 50-year high.

Since I joined the School Committee in June 2020, we have successfully restored in-person learning within our Academy Model of cooperative instruction following the upheaval of the Covid pandemic that affected all students--and parents and teachers. As one of the negotiators with our faculty association, I am pleased we have ratified a new collective bargaining agreement. This contract is both fair to teachers and respectful of budget realities. I am particularly proud, as a member of our School Committee's Finance Committee, that our annual budgets have been passed each year by all nine of our district's towns. They recognize that while vocational and technical education is more expensive per student due to the required intensive mode of instruction, Minuteman operates as leanly and respectfully of town budgets as possible.

The past school year has posed some difficult administrative challenges, as we are all aware. I have confidence in the measures we, as a School Committee, have taken to address them. We have an interim superintendent who has already recruited and signed contracts with key members of the administrative staff to fill vacancies. We are prepared to conduct whatever searches may be necessary for potential openings in leadership. Part of my desire to continue my service on the School Committee is the need to move this process forward, with communication to you and to the people of Arlington every step of the way within the boundaries of the law. I regret that more personnel information could not be legally disclosed but I stand by my fiduciary duty to protect both Minuteman and the budget of the Town of Arlington from lawsuits or other actions that could have a negative impact on our finances.

Schools are complicated environments with multiple stakeholders. When organizations experience crisis, continuity matters. My knowledge of Minuteman for the past decade is an advantage. My working relationship with the other eight member towns is an advantage. My professional work which includes negotiating with unhappy people is an advantage. As we face an override vote in November of this year, keeping experience and detailed understanding of Minuteman's finances matters. Above all else, it is the value

of the teaching and learning that happens at Minuteman, and my desire to advance them, that drives me to request reappointment to its School Committee.

Very truly yours,

A. Michael Ruderman  
[REDACTED] Arlington MA

Minuteman School Committee - Arlington, 2020-2023

# **A. MICHAEL RUDERMAN**

Arlington, MA

**Summary:** Senior analytical manager skilled in complex legal processes and systems in public/private partnerships. Superior communicator adept at consensus building and mediation among divergent stakeholders. Focused on continuous process improvement within tight financial and staffing constraints.

**COMMONWEALTH OF MASSACHUSETTS**  
MassDOT Highway Division, Right of Way Bureau

**RIGHT OF WAY AGENT IV**  
District 4: Arlington, MA

Supervise the work of 8 Right of Way Agents in Districts 3, 4 and 6. Promoted three times since initial hire.

Negotiate documents for easements, land takings, and damage agreements with property owners affected by highway construction projects. Conduct public hearings to disseminate project information, gather community input, and allay concerns. Coordinate and document actions of state and federal offices for most efficient highway repair and for least deleterious impact on neighborhoods and individuals.

Organize and lead special projects as requested by the Projects Administrator and the Right of Way Director, including the adoption of Windows SharePoint Services as the paperless medium of information exchange and project tracking within Right of Way.

Manage the activities of Right of Way's Conveyancing Section, including assigning work to outside examiners, conducting and reviewing title examinations. Provide supervision, training and technical assistance to other Mass. Highway employees; conduct research at various sources of property data; respond to information and evidence requests from lawyers, engineers, construction managers, and appraisers from outside of Mass. Highway. (2005 to present)

**VERITAS INFORMATION SERVICES**  
Arlington, MA

**FOUNDER AND PRESIDENT**

Managed all aspects of a real estate title examination business whose clients were primarily lawyers with practices in conveyancing, estate planning, commercial land development and civil litigation. Principal responsibilities included budgeting, marketing and quality assurance. Hired and supervised staff and subcontractors.

Performed and reviewed over 7500 real estate title examinations on properties throughout New England, including extensive work in residential real estate, and specializing in commercial parcels and land development. Searched probate records to confirm or establish ownership by bequest or succession. Resolved ownership of lost and disputed tracts in preparation for Land Court decrees. (1992 to 2005)

**CLOSINGS, LTD.**  
Needham, MA

**CHIEF TITLE EXAMINER**

Principal title examiner for a residential mortgage closing company founded in 1988, employing 60 persons in 5 offices in New England. Examined real estate titles throughout Massachusetts. Directed the work of 9 staff examiners, one title coordinator, and 75 independent contractors. (1989 to 1992)

A. Michael Ruderman

**MASSACHUSETTS BAY TITLE COMPANY, INC.**

New Bedford, MA

Created, developed and managed a title examination business serving southeastern Massachusetts. (1984-1988)

**PRESIDENT**

**Other Experience**

**Arlington MA Town Government:**

- Minuteman R.V.T. High School (Lexington MA): School Committee representative for Arlington (2020 to present). Subcommittees: Finance and Contract Negotiations. Previously, Engineering and Robotics Advisory Board, member and Co- Chair (2012-2019)
- Semiquincentennial Committee, "Menotomy 250" (2023 and ongoing)
- Arlington Community Media Inc. (ACMI) Treasurer and board member (2015 to present)
- Town Meeting Member [elected] (2001 to present)
- School Facilities Working Group (2005-2007)
- 200<sup>th</sup> Anniversary Committee (2006-2007)
- Historical Commission (1997-2007)

**Teaching and Education:**

- Northeastern University (University College), Boston, MA: Created curriculum for and taught RE 4305: Real Estate Title Examination (1993-1994)
- Friends Academy, North Dartmouth, MA: Taught grades 7-9 foreign languages (1983-1984)
- Rochester Memorial School, Rochester, MA: Taught K-5 gifted and talented enrichment (1982-1983)

**Non-profit involvement:**

- Harvard Band Foundation: Clerk and member of the Board of Directors (1986 to present)
- Massachusetts Historical Commission: conference planning and instructional materials review (2002-2004)
- Habitat for Humanity of Boston: Site Acquisition Committee (1999-2001)
- Boy Scouts of America (Old Colony Council): Camp Squanto Alumni Association (1990 to present)
- Blue Hills Trailside Museum (Canton MA): fundraiser and planner (1996-1999)

**Education, Credentials, Publications**

**HARVARD COLLEGE:** A.B. awarded 1982, with concentration in European and American History

**UNIVERSITY of MASSACHUSETTS at LOWELL:** graduate-level courses in Highway Engineering, Geographic Information Systems, and Housing Policy and Statistics

**LICENSE:** Massachusetts Real Estate Salesperson No. 9023257 (through July 2024)

**PUBLISHED** in *Massachusetts Lawyers Weekly*, *Arlington Advocate*, *New England Business Journal*, and *Harvard Magazine*.

*References and publications are available upon request.*

## OFFICE OF THE SELECT BOARD

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### TOWN OF ARLINGTON MASSACHUSETTS 02476-4908

June 16, 2023

Janet Marsden  
Arlington, MA 02474  
[janet.marsden@state.ma.us](mailto:janet.marsden@state.ma.us)

Re: Appointment: Minuteman School Committee, Arlington Representative

Dear Janet:

As a matter of the standard appointment procedure, the Select Board requests that you attend the Select Board meeting conducted by hybrid format, on Wednesday, June 21<sup>st</sup>, 2023, at 7:15 p.m.

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Please contact this office by e-mail, [bmallard@town.arlington.ma.us](mailto:bmallard@town.arlington.ma.us), if you have any questions.

Thank you.

Very truly yours,  
SELECT BOARD

*Ashley Maher*

Ashley Maher  
Board Administrator

June 9<sup>th</sup>, 2023

To Whom It May Concern

Please accept my letter of intent for consideration for the Arlington Minuteman School Committee Representative. As the parent of a rising Junior at Minuteman I have been innately familiar with the school and the recent multiple areas of concern. It was when my rising 8<sup>th</sup> grader, who was always saying "I'm applying to Minuteman for the trades" said "I don't think I want to apply anymore", I knew it was time to act and to advocate not only for change of Minuteman School Committee Leadership but also of mindset. I will start by saying, I AM ARLINGTON – born here, educated here, buried my parents here and have raised my family here. A voice that lends history, balance, realism and goal-oriented future. As I ponder through the years, I recognize the strides that Minuteman has made to be more than a Vocational High School and clearly not the Minuteman of old. It is a school that awards out of the box thinking for those of all levels. A well-recognized school for trades AND college bound young adults. I have heard more than one parent say, Minuteman saved my child – with inclusion and equity that allows for every student that walks its hallways.

I am not an educator. I am a passionate civil servant that has advocated, rallied and given a voice to those who have felt unheard, unseen or dismissed. Advocacy and listening are tools used to give those I serve a voice similar to what is needed for the teachers, administrators, students and parents of Minuteman. As a manager I am also aware of the balance of personnel, budgeting and challenges that are the responsibility of the school committee. I believe that, if given the opportunity to showcase my skills, knowledge and mindset, I may very well be the committee member you seek.

I look forward to hearing from you.

Go Revs!

Janet Marsden

[REDACTED]

**Janet L. Marsden**

**Arlington, [REDACTED]**

**CAREER OBJECTIVES:** To secure a managerial position in government assisting the individual needs of mentally ill adults

**EXPERIENCE:**

**2019 – Present:** Director of the Metro Boston Homeless Outreach Team  
Commonwealth of Massachusetts – Department of Mental Health  
Boston, MA 02114

- Supervise 7 full time employees
- Utilization Management of 4 DMH shelters and 7 Safe Haven Programs
- Assist with Discharge & Strategic Planning from State, Acute and Medical Facilities
- Facilitate meetings with community partners on City, State and Vendor Agencies
- Enhanced Data Management to create benchmarks, goals and requested statistics
- Facilitate community trainings on homelessness and serious mental illness
- Respond to crisis and risk needs from throughout the Metro Boston Area
- Participates in Difficult to Serve populations of homeless living in shelter or streets (mentally ill, elders, forensic and youth)
- Responds to Area and Central Office issues as requested

**1993- 2019:** Assistant Director of the Metro Boston Homeless Outreach Team  
Commonwealth of Massachusetts - Department of Mental Health  
Boston, MA 02114

- Co-supervision of nine full time employees
- Monitor all admissions and discharges from Department of Mental Health facilities
- Release planning from correctional institutions, Bridgewater State Hospital and court order evaluations
- Problem solves regarding placement, hospital diversion and return to homelessness
- Respond to crisis from shelters, state, city officials, family members and concerned citizens
- Liaison with hospitals, shelters DMH staff and providers for needed services.
- Participates in all Census Rounds from State Hospital facilities

**1988 - 1993:** HSI- Metro Boston Homeless Outreach Team  
Commonwealth of Massachusetts - Department of Mental Health  
Boston, MA 02114

- Coordinate services for homeless chronically mentally ill clients.
- Develop therapeutic relationships
- Crisis assessment and intervention
- Engage individuals in goals and return to recovery
- Advocate for client needs

- Liaison to mental health centers, hospitals, shelters and community-based services
- Maintain contact with clients, document progress, and develop service plans
- Coordinate inpatient discharges planning and placements
- Participate on Massachusetts Shelter Alliance Committee
- Provide street outreach to Downtown Crossing neighborhood
- Weekly and monthly statistics

1985 -1988: Supported Living Coordinator-Eliot Community Mental Health Center  
Concord, MA 01742

- Management and administration for housing (SRO) facility for the chronically mentally ill
- Administrative oversight of a foster care program for developmentally delayed adults.
- Responsible for budgeting, public relations and client relations
- Responsible for budgeting, staff development, supervision and training

#### EDUCATION:

Bachelor of Science in Sociology, Minor in Spanish  
May 1985  
Fitchburg State College  
Fitchburg, MA

#### AWARDS and ACCOMPLISHMENTS

- 2023 – DMH Community Ambassador
- 2017 – Manuel Carbello Governor’s Award for Excellence In Public Service
- 2017 – Commonwealth Citation for Outstanding Performance – Team Member
- 2016 – DMH Behavioral Response – Cambridge Fire
- 2014 - Commonwealth Supervisor Certificate Program
- 2013 - Psychological First Aid Responder – Marathon Bombing
- 2008 - Commonwealth Citation for Outstanding Performance - Team Member
- 2007 - DMH Readmission Study Committee
- 2006- 2009 - Consultant for Rosie's Place
- 2006 - Represented DMH - Katrina Victims at Otis Air Force Base
- 2005 - Commonwealth Citation for Outstanding Performance for Employee
- 1997 - Metro Boston Area Office for Outstanding Performance
- 1996 - Solomon Carter Fuller Mental Health Center Outstanding Performance

References available upon request

## OFFICE OF THE SELECT BOARD

ERIC D. HELMUTH, CHAIR  
JOHN V. HURD, VICE CHAIR  
DIANE M. MAHON  
STEPHEN W. DECOURCEY  
LENARD T. DIGGINS



730 MASSACHUSETTS AVENUE  
TELEPHONE  
781-316-3020  
781-316-3029 FAX

## TOWN OF ARLINGTON MASSACHUSETTS 02476-4908

June 16, 2023

Ann Horgan  
Arlington, MA 02474  
[Annhorgan@aol.com](mailto:Annhorgan@aol.com)

Re: Appointment: Minuteman School Committee, Arlington Representative

Dear Ann:

As a matter of the standard appointment procedure, the Select Board requests that you attend the Select Board meeting conducted by hybrid format, on Wednesday, June 21<sup>st</sup>, 2023, at 7:15 p.m.

It is a requirement of the Select Board that you join this hybrid meeting. This will give the Board an opportunity to meet and discuss matters with you about the area of activity in which you will be involved.

You may attend the meeting in-person or virtually. The meeting will take place in the Select Board Chambers. The link to the meeting and other information will be available at the bottom of the Select Board Agenda as well as on the Town Calendar when the meeting is posted on Friday, June 16<sup>th</sup> at 12:00p.m.

Please contact this office by e-mail, [bmallard@town.arlington.ma.us](mailto:bmallard@town.arlington.ma.us), if you have any questions.

Thank you.

Very truly yours,  
SELECT BOARD

Ashley Maher  
Board Administrator

June 12, 2023

To whom it may concern,

I am writing to express my interest in being the Arlington representative to the Minuteman District School Committee. I have been a member of two Boards, the Arlington Youth Counseling Board and the Arlington Children's Theatre Board, ending my tenure at the Children's Theatre as the Board President. I am familiar with Board protocols and Board responsibilities, including fiduciary responsibilities, as well as the responsibility of Board members to act with the fidelity of the values and standards of the organization at the forefront. I feel that I have a lot to offer the Minuteman District School Committee, having had a child who attended Minuteman Regional Vocational Technical High School, and while my experience with educational settings has not been typical, I feel that I have unique and rich experiences of educational collaboration.

My son graduated from Arlington High School and my daughter graduated from Minuteman High School. While both high schools afforded my children the exact right environment and opportunities for each of them, I came to understand and appreciate the unique educational space occupied by Minuteman. My daughter did not want to follow a traditional path. The ability to dive deeply into Environmental Science at Minuteman played a grounding force in her educational experience. Close coordination of the teachers, coaches, and specialists in the school allowed my daughter to flourish. She earned certifications and licenses that enabled her to explore alternatives to going to college, and she truly explored these options. She graduated with a sense of pride for what she had accomplished and feeling prepared for what was next. I am incredibly grateful that our daughter had a solid educational and vocational foundation at Minuteman, the emotional and educational supports to enable her to be successful, and the school community that drew her in and allowed her to find her right path.

As to my experience with educational settings, I worked for 30 years at the Germaine Lawrence School, a residential school, now closed, located in Arlington. Most adolescent girls at the School, were educated in the certified special education program. Some attended Arlington High School. I worked in close collaboration with the principal of the School (later supervising the principal), as well as staff from AHS, to ensure that the young people had the emotional and clinical supports that would allow them to successfully engage in their educational program. I am currently an Area Director with the Department of Children and Families. The children served by the Department have experienced abuse and neglect, impacting their ability to successfully access educational programming. Schools provide a safe, predictable community for these children, where in addition to their education, they have a supportive community of peers, educators, professionals, and paraprofessionals. Close coordination with school departments is critical to case management activities at the Department.

Thank you for your consideration of my interest in joining the Minuteman School Committee. I believe that my unique background and experiences, with Boards, with educational settings, and with Minuteman, makes me an interesting and viable candidate. I am committed to the revolutionary ideals that are the foundation for all students to achieve their potential through the Minuteman experience.

Sincerely,

Ann Horgan

ANN E. HORGAN, MSW, LCSW

[REDACTED] ARLINGTON, MA 02476

[REDACTED] | [linkedin.com/in/annhorgan](https://www.linkedin.com/in/annhorgan)

## SUMMARY

Leader with experience in both public and private social service management and a proven ability to deliver, grow, and diversify high-quality services while ensuring strong financial results. Deep knowledge of industry best practices in child welfare, education and behavioral health. Well-honed leadership and clinical skills with experience managing multifaceted complex organizations. Proven history of developing high-performing teams that operate with mastery and autonomy. Experienced leader of successful fundraising campaigns, engaging donors and representing the organization at community events. Significant change management experience, engaging participation, aligning partners, and achieving results.

## EXPERIENCE

### DEPARTMENT OF CHILDREN AND FAMILIES

*Area Director*, Worcester, MA

9/2016 – 12/2022

*Area Director*, Leominster, MA

12/2022 to present

- Responsible for all functions of a DCF area office, serving more than 1200 families, employing 140 child welfare professionals and overseeing an annual budget of more than 13M.
- Drive a performance culture that is strength based, culturally competent, trauma informed, and family centered to promote the safety and permanency of children.
- Serve as the primary liaison for DCF to area community, governmental and educational organizations; serve on the community Area Board for the DCF office.
- Assure that provider organizations contracting with the Department meet contractual requirements and provide high quality services to families
- Ensure compliance with all budgetary, policy and legal initiatives for DCF
- Promote the continued development of social work skills for front line and supervisory child welfare professionals to meet the needs of children and families in the local communities.

YOUTH VILLAGES Arlington, MA

2012 – 12/ 2015

*Campus Director*

- Maintained operational leadership assuring service integrity, quality outcomes, budget compliance, positive employee relations while building a strong collaborative partnership during the merger between Germaine Lawrence and Youth Villages.
- Director of a high performing leadership team responsible for all aspects of operational performance for a residential school serving 100 adolescent girls referred from DCF/DMH, delivering \$12M of annual revenue.
- Identified and facilitated change processes, leading to the implementation of new systems of care and organizational compliance.
- Ensured that strengths-based, family-focused, culturally competent values were integrated in alignment with new treatment model and day-to-day management of client services
- Implemented, and ensured ongoing compliance with licensing and regulatory policies, including spearheading consistently successful regulatory audits, leading to positive regulatory and collateral relationships.
- Engaged community members, as well as school and police officials, to resolve conflicts and build strong collaborative partnerships.

GERMAINE LAWRENCE, INC. Arlington, MA

1985 – 2012

*Deputy Executive Director* (2010 – 2012)

*Director of Residential Services* (2001 – 2010)

- Operational leader responsible for clinical and program performance, service integrity, financial performance, and quality outcomes, leading to positive operational results and excellent customer relationships.

ANN E. HORGAN

- Consistently managed financial performance to meet or exceed budget expectations.
- Initiated clinical formulation improvement process, ensuring coordination of care between components and assuring alignment with contractual requirements and clinical success.
- Led the implementation of new behavior management system, leading to transition of services to strength-based skills model.
- Developed and implemented quality metrics and tracking systems, leading to early problem identification and resolution of barriers to programmatic and operational success.
- Implemented program leader consultation model, ensuring compliance with and continuity of high-quality services and outcomes.
- Led merger of a Cambridge based day school, Castle School, delivering in 3M annual revenues.

*Director of Training and Compliance (1998 – 2001)*

Germaine Lawrence Adolescent Assessment Unit/ IRTP Framingham/ Marlboro, MA 1985-1998

**EDUCATION**

**Master of Social Work, SIMMONS COLLEGE (1993)**

**Bachelor of Arts, Psychology, MOUNT HOLYOKE COLLEGE (1985)**

**PUBLICATION**

Residential Treatment for Children and Youth, "Acute Residential Treatment: Adapting our Expertise for Managed Care", David Hirshberg, Ann Horgan, and Deborah Douglass, Volume 15, Number 2, 1997.

**OTHER**

**Board of Directors, ARLINGTON CHILDREN'S THEATRE**, Arlington, MA (2015 – 2023)

**Board of Directors, ARLINGTON COUNSELING CENTER**, Arlington, MA (2010 – 2014)

**Licensed Clinical Social Worker**



**Town of Arlington, Massachusetts**

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**BOARD AND STAFF ANNOUNCEMENTS**



## Town of Arlington, Massachusetts

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### Next Scheduled Meeting of Select Board June 26, 2023

#### **Summary:**

You are invited to a Zoom webinar.

When: Jun 21, 2023 07:15 PM Eastern Time (US and Canada)

Topic: Select Board

Register in advance for this webinar:

[https://town-arlington-ma-us.zoom.us/webinar/register/WN\\_8iS2eRWJQyeIQSI4jwk2xw](https://town-arlington-ma-us.zoom.us/webinar/register/WN_8iS2eRWJQyeIQSI4jwk2xw)

After registering, you will receive a confirmation email containing information about joining the webinar.